

## *Cathal Brugha Swimming & Water Polo Club*

[www.cathalbrughawaterpolo.com](http://www.cathalbrughawaterpolo.com)

# DEVELOPMENT PLAN

## 2020-25

*Cathal Brugha Swimming & Water Polo Club has a five-year rolling Development Programme. This plan provides a breakdown of key actions required to drive continuous improvement within the Club over the next five years.*

**INDEX**

	<b>Page</b>
Brief History of the Cathal Brugha Club	2
Mission and Core Values of Cathal Brugha Swimming & Water Polo Club	3
Key Objectives of this Plan	4
Examples of Key Activity during 2019/20	5-6
Brief Overview of Our Development Plan	7
Where We Think We Are Now	8-9
SWOT Analysis	10
Needs Analysis	11
Members Registered With Swim Ireland (at SI Affiliation - Sept 2019)	12
Referees, Table Officials, Coaches & Poolside Volunteers	13
Regional and National Competitions Available To Enter	14
Examples of Fund Raising Activities	15
Where We Would Like To Be & How We Think We Can Get There	16-19
Where We Would Like To Be In 2025.....if all goes to plan!	20
Standard Club Training Sessions (as at Feb 2020)	21
Actions List 2020-25	
Priority 1: Development of Our Coaches and Officials	23-24
Priority 2: Good Governance & Financial Stability	25-27
Priority 3: Player Pathway Development	28-30
Priority 4: Recruitment and Retention of New Players & Club Members	31-32
Priority 5: Partnership Development	33-34
Priority 6: Volunteer Recruitment & Development	35-36
Contact Information	37

#### A BRIEF HISTORY OF OUR CLUB

The Cathal Brugha Swimming Club was established in 1932 and originally based in the old Falls Baths on the Falls Road in Belfast. The initial aim of the club was to provide a swimming teaching facility for young people from the surrounding area. It didn't take long however for the fledgling club to become competitive in swimming, water polo and lifesaving and Jim Gilmore was the club's first Irish Champion when he won the 880 yards freestyle title in 1943 in a race which took place in the "Cooler" in the Falls Park.

Swimming and water polo complimented each other until the early 1970s when the club began almost exclusively to concentrate on water polo. Rory Delargy (RIP) and Liam Goss however maintained the link with swimming by winning multiple masters' titles, breaking records on the way. A history maintained today by Gerry Flynn, Andrea Hanova and others.

The club has now won every Irish title available to them and has also competed in Europe.

Women's water polo was introduced in the 1980s and what a continued success that has proved to be as we picked up three Irish Cups at U.15 and U17 in the last two seasons to go with three senior cups that we had previously won. Numerous honours have been attained at international level with Joe McAvoy (swimming and water polo), Phil Kelly, Nicholas McCormack, Christopher Hodgkinson, Jonathan Donnelly, Deirdre Cassidy, Lynn Hanna Shortt and Orla Monaghan all captaining Ireland senior teams

Over the years many extremely capable administrators have gone on to hold high office including Past Presidents of Ireland Water Polo, Rory Delargy, Gerry Hanna (twice), Wally Clarke and Gerry O'Neill (four times). Wally Clarke was also honoured as the Club's one and only President of Swim Ireland. Our club has a very active Development Plan and welcomes new members at all levels.

If you are interested in playing water polo or you would like your child to learn a new sport, then why not come along to one of our sessions. Our main junior Club Night is held every Friday at Falls Leisure Centre (7.00pm – 9.00pm), simply come along and introduce yourself...we will make sure you have a great time playing water polo. For further information just drop us a line at [info@cathalbrughawaterpolo.com](mailto:info@cathalbrughawaterpolo.com)



Gerry O'Neill, President

**MISSION & CORE VALUES OF CATHAL BRUGHA SWIMMING & WATER POLO CLUB**

**Mission Statement:**

**“OUR VISION IS FOR THE CATHAL BRUGHA CLUB TO BE A VIBRANT, SUSTAINABLE, HIGH ACHIEVING CLUB WHICH PROMOTES AND DELIVERS WATER POLO FOR YOUNG PEOPLE AND ADULTS TO THE HIGHEST POSSIBLE STANDARD”**

**Core Values:**

- to promote the teaching and practice of water polo to the highest level available
- to compete at the highest levels of water polo within the ethos of fair play and providing opportunities for all.
- to positively contribute to the health and wellbeing of the community by promoting physical activity and social engagement through the sport of water polo
- to work with like-minded partner organisations in promotion of our goals

Our Club Development Plan is a framework to provide direction, progression and evaluation to achieve our core objectives. This plan updates our 2019-20 action list with revised 'Year One' objectives & activities and reviews more strategic goals for subsequent years of the plan, to take us up to 2025.

**Note:**

This development plan was created in advance of the impact of Covid-19 pandemic on Club activities becoming clear to water polo clubs and therefore adjustments may and probably will be required to our planning and club activities post 'lock-down', when swimming pools again become available to us.

### KEY OBJECTIVES OF THIS PLAN

This Development Plan is a 'living' document, held under continuing review and adjusted depending upon new opportunities and revised priorities. The plan is for a rolling 5-year period, with objectives and targets agreed at an annual review and interim changes being the responsibility of the Club's Executive Committee; the aim being that the plan will always promote continuous development.

In developing this plan (*effectively creating a plan which is in sync with our governing body's planning cycle*), Cathal Brugha undertook an honest appraisal of activities against those projected in our previous plan, considering interim developments both within our immediate environment and those influenced by 'external' factors.

To help place this development plan in context, here below are our plans key objectives:

- to help optimize our resources towards the promotion and delivery of club objectives.
- to evidence a welcome for all able bodied and less able-bodied persons participating in club activities
- to pave the way for future development opportunities
- to promote and ensure good governance and good practice in water polo.
- to be in a better position to receive funding and support from partner organisations.
- to provide clear and measurable objectives which can be monitored and reviewed.
- to communicate a clear vision and focus to reflect our ambitions.
- to show our work with others to support & promote the health & wellbeing of our community
- to encourage responsibility and ownership of our development plan.
- to broaden the player base by encouraging more junior members to participate
- to provide clear development pathways for players, coaches, volunteers and administrators
- to help ensure optimum performance within the water polo competition environment
- to encourage & recognise the importance of volunteering throughout the club

### EXAMPLES OF KEY ACTIVITY DURING 2019/20 SEASON

A review of last year's activities against our plan is attached at **Appendix 1** of this Plan, with examples of some **key achievements** being (in no order of importance or value):

1. Our **Website and Facebook pages** are frequently updated and as an example of usage, our Facebook page has 898 followers (at 16/06/20) and for 28 days (April-May 2020) had 3,402 unique visitors and there were 8,675 times when people engaged with our Facebook posts. Meanwhile, traffic on our website 1<sup>st</sup> April '19 to 31<sup>st</sup> March '20 reports 2,375 users representing 7,285 page views. Our social media outlets are now essential communication tools, which are well used both internally and externally. Throughout the year, our social media activity has increased the public profile of the Cathal Brugha Club.
2. **Covid-19 'Lockdown'**: During the pandemic, which is far from over as we develop this plan, we have maintained positive links with Brugha Members through Facebook based activities e.g. Player Profile Challenge, Caption Contest, Volunteer Recognition and other participation, social media based events.
3. **Coach qualifications** were achieved at Level 1 Water Polo, Level 2 Water Polo, Team Manager, Safeguarding, Refereeing, Table Duty Officials & Mental Health & Wellbeing
4. **Junior Coaching was reviewed**; training sessions were improved; coaching activities were amended to reflect our LTAD (Long Term Athlete Development) Pathway Programme.
5. **Clubmark accreditation**; Cathal Brugha is in the process of renewing our Clubmark accreditation. We have revised our Club Constitution for consideration at our next AGM and we have developed a Club Handbook which contains valuable information for existing and new Club Members.
6. **Our Member Database** has been reviewed and an online registration process via JotForm has been adopted.
7. **National Competition Successes**: Men's Premier KO Cup Winners 2019/20, Men's & Women's ISC runners-up, Irish U15 Girls Cup Champions 2018/19 season and Irish U17 Girls Cup Champions 2019/20 season.
8. **Fund Raising**: We agreed an annual fundraising plan focusing on grant funding, member donations and public donations. We attracted a significant amount of grant funding in 2019 and we continue to rely on this external funding.
9. **Polo4Life Project**: We successfully delivered a pilot project funded by the Public Health Agency to attract junior and adult members to try water polo to improve

*health & wellbeing in West Belfast. Demand for places on this innovative project was high and we will be continuing the programme in 2020.*

- 10. **Community Health Projects:** We have become a member of the West Belfast Sports Wellbeing Network and have members qualified in Mental Health First Aid and Mental Health Awareness for Sport & Physical Activity.*
- 11. **Lisnasharragh:** Over the past year, our Club has reviewed our training sessions programme and in doing so has relocated our Men's senior training to the new Lisnasharragh Leisure Centre*
- 12. **New Committee Structure:** Since our 2020 Annual General Meeting, we have restructured our Club Committee and in so doing invited 4 x Parent Representatives to sit on the Committee to provide a valuable insight into Club activities from a parent's perspective.*

## BRIEF OVERVIEW OF OUR DEVELOPMENT PLAN

### Strategic Fit

This five-year rolling plan was developed following a critical review of last year's activities. The plan includes achievable targets which can be easily monitored and has the flexibility to be modified or priorities amended, as required by prevailing circumstances. The plan is an all-encompassing document, supported by an effective Action List which can be broken down into manageable sections and which will be frequently reviewed by the Clubs Executive Committee at regular intervals.

The Executive Committee of Cathal Brugha is tasked with monitoring and reviewing performance, with resulting activities being addressed, as required.

### KEY PRIORITY TASKS

The Ireland Water Polo development plan 2020-25 has four high level development themes and these are:

- Leadership & People
  - The National Water Polo Committee will transform how we lead, serve and unite the Ireland water polo community
- Education & Training
  - Promote continued development and training among coaches and officials while ensuring the strengthening of governance within the sport
- Participation
  - Actively promote and provide opportunities that will increase participation in water polo
- Develop & Compete
  - Build capacity, performance and development of participants through clear pathways and development opportunities

In support of our National Water Polo Committees development themes, we have identified six key priorities by which our Club may support the strategic direction of our governing body over the lifetime of our 2020-25 development plan and these are:

1. **Development of Our Coaches & Officials** (*IWP - Leadership & People*)
2. **Good Governance & Financial Stability** (*IWP - Leadership & People*)
3. **Player Pathway Development** (*IWP - Develop & Compete*)
4. **Recruitment and Retention of New Players & Club Members** (*IWP - Participation*)
5. **Partnership Development** (*IWP - Participation*)
6. **Volunteer Recruitment & Development** (*IWP - Education & Training*)



## WHERE WE THINK WE ARE NOW

### 1. DEVELOPMENT OF OUR COACHES & OFFICIALS

Over this past year we have qualified 2 x WPL2 Coaches, 4 x WPL1 Coaches, 5 x new Referees, 9 x new Table Officials, which was a huge improvement on where we were previously, however, we cannot risk sitting back and admiring our success in this area. Swim Ireland/Ireland Water Polo are demanding compliance with strict Coach to Team qualifications, especially for National Cup competitions. Also looming on the horizon is a commitment for Coaches to comply with achievement of CPD (Continuous Personal Development) point thresholds. Therefore, development of our Coaches and Officials remains a priority for our Club.

### 2. GOOD GOVERNANCE AND FINANCIAL STABILITY

Over recent years our Clubmark registration has lapsed with Swim Ireland and, although we have continued to adhere to Clubmark principals within the management of our Club, we are taking measures to renew our Clubmark accreditation. Another measure of good governance is financial stability and although we increased Club fees in 2019, our overheads in terms of pool hire, education courses, coach qualifications, equipment, player registration and competition entry fees continue to add pressure to our financial model and it is imperative that we review our finances early in the lifetime of this plan.

Our Club Constitution has not been reviewed for quite some time and this should be a priority within the new plan.

### 3. PLAYER PATHWAY DEVELOPMENT

A key success of the past year was the review of our junior training sessions. We moved to a Development Squad system, as opposed to an age driven system. This allowed junior athletes to progress amongst players with a similar skill level and also permitted our Coaches to offer training sets which were consistently understood and delivered by young players. Additionally, a pilot Swim only session at Whiterock Leisure Centre has proven very popular with our young players and we will consider developing this session further in due course.

From a Senior team perspective, many of our younger players have relished the challenge of stepping up to senior level following successes in National Cup competitions and gaining representative honours at Ulster and Ireland level.

### 4. RECRUITMENT & RETENTION OF NEW PLAYERS & CLUB MEMBERS

Within this priority lies a critical success factor in terms of our planned progression and that is the intention to meaningfully engage with schools in the promotion of the Cathal Brugha Club

and water polo generally. There has been a key objective over a number of years to attract new players from schools; however, it has ever only been partly met.

We have been fortunate in that senior players like Orla Monaghan, Lynn Hanna Short, Irene Tenchini, Chris French, Stio McMahon, Johnny Donnelly, Conor Campfield and others have volunteered as Coaches, however we would like to encourage other Brughha players to likewise volunteer and invest in the future of our Club.

## **5. PARTNERSHIP DEVELOPMENT**

During 2019/20 we built upon previous partnerships with local authorities, statutory bodies and with the voluntary sector and creating the beginnings of new partnerships with some of these bodies. We have added significantly to our activities within the general area of contributing positively to Community health & wellbeing through participation in our sport and we should continue to invest in these activities, pending adequate resources remain available to us.

Similarly, partnerships projects with pool providers have the potential to drive development initiatives which have the potential to create long term benefits for our Club, our members and the sport of water polo.

## **6. VOLUNTEER RECRUITMENT & DEVELOPMENT**

We have made steady progress over the past few years in the area of Volunteer Recruitment and Retention, however this year it is our intention to consider further improvement opportunities in this important area, particularly on poolside (Covid-19 regulations permitting). Over the past year we were delighted to welcome parent representatives on to our Club Committee; this was a very positive development which will add greatly to understanding and ownership of Club activities.

## SWOT ANALYSIS

The following table outlines a SWOT analysis exercise for the Club which has been recently reviewed specifically for inclusion within this 2020-25 Development Plan.

STRENGTHS	WEAKNESSES/ AREAS FOR IMPROVEMENT
<ul style="list-style-type: none"> <li>Long established Club</li> <li>Excellent reputation within West Belfast community</li> <li>History of success in achievement; previously in swimming and now predominately water polo.</li> <li>Established recognition at Sports Council and local authorities</li> <li>History of influence at some schools and colleges</li> <li>Relatively large numbers of participants over long number of years</li> <li>Capacity to attract large numbers of 'new' young participants.</li> <li>Competition successes in recent years has largely been at Men's senior level and within Girls junior competition.</li> <li>General determination to improve.</li> <li>Dynamic Sport with high youth profile</li> <li>Positive partnerships built within the voluntary sector, particularly in West Belfast</li> <li>Capacity to attract external funding</li> <li>Large active Club Committee in place</li> <li>Popular social media outlets</li> </ul>	<ul style="list-style-type: none"> <li>Structured annual funding stream should be developed e.g. a funding calendar</li> <li>Coaching and refereeing require improved development pathways.</li> <li>A planned focus on objectives and targets is required by all members.</li> <li>Need to grow our volunteer base</li> <li>Influence at Ulster/Irish level should be enhanced in order to help deliver our objectives</li> <li>Need to establish effective Education management/planning within the Club</li> <li>Need to recruit new members</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>Access to funding from Government bodies.</li> <li>New Lisnasharragh pool will drive elite progress.</li> <li>Potential to attract sponsorship / partnership</li> <li>Enhance partnerships with key stakeholders e.g. Council, education and health sectors</li> <li>Communication plan could be developed</li> <li>Recruit more Volunteers</li> <li>Coach education and player development present opportunities for improvement</li> <li>There is an opportunity to develop closer links with swimming clubs and Ulster/Ireland governing bodies</li> <li>Mini polo may be used as a 'partnership' development tool with local authority and voluntary sector</li> <li>Polo4Life initiative could provide positive outcomes in addition to health &amp; wellbeing e.g. retention of senior Members, volunteer resource etc.</li> <li>Pilot swim sessions could be extended to other groups within the Club</li> <li>Use technology to help manage performance &amp; skills</li> <li>Opportunity with DFA/Cross Border links and cross community initiatives</li> </ul>	<ul style="list-style-type: none"> <li>No ownership of pools, therefore dependent upon councils for availability.</li> <li>Running costs could have the effect of the sport becoming more expensive and risks becoming socially exclusive.</li> <li>Growth depends on funding. Increased competition for awards or removal of government funding for schemes is a threat.</li> <li>It is becoming increasingly challenging to ensure full compliance with Swim Ireland regulations relating to administration and qualifications held</li> <li>Obtaining a commitment from volunteers to attend lengthy &amp; expensive coaching courses is becoming extremely difficult</li> <li>Reduction/Withdrawal of local authority funding would be significantly detrimental</li> <li>Covid-19 could have a major negative impact on Club membership numbers, training opportunities and finance</li> </ul>

Commented [LO1]: We have an annual fundraising plan, we are on top of funding opportunities as I scan these every week - I would say that ability to secure funding is one of our strengths at present

## NEEDS ANALYSIS

The identification of 'need' and distinguishing 'needs' from 'wants' will allow our club to prioritise our actions over the next three years. 'Wants' may in fact become needs as success of the club continues.

NEEDS	WANTS
<ul style="list-style-type: none"> <li>• Consolidate improvements made to ensure sustainable development</li> <li>• Financial stability; particularly following Covid-19 impact</li> <li>• Additional funding targeted towards our priority needs</li> <li>• Increased number of players, volunteers and coaches</li> <li>• Implement Coach and Player Development Pathways</li> <li>• Continually review of Junior Training Sessions in line with recently developed National Standards</li> <li>• Increase junior participation</li> <li>• Increased participation from local schools and swimming Clubs</li> <li>• Play a strategic role at Ulster &amp; Ireland governing body level</li> <li>• Build on partnerships with key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Large numbers of junior boys &amp; girls at all age groups</li> <li>• Smooth player transition from junior to intermediate to senior status</li> <li>• Have an increased active membership</li> <li>• Partner to our mutual benefit with a Swimming Club interested in promoting water polo</li> <li>• Win at least one junior &amp; one senior National competition each year</li> <li>• Spread success across all Boys &amp; Girls teams by implementing coaching continuity at a high level</li> <li>• Significantly improve partnership working with relevant bodies</li> </ul>

**CATHAL BRUGHA MEMBERS REGISTERED TO PLAY AND ASSIST AT NATIONAL COMPETITION LEVEL  
AT START OF 2019/20 SEASON (At 30<sup>th</sup> Sept 2019)**

	MALE	FEMALE
UNDER 14 (26)	16	10
BETWEEN 14 & 15 (13)	4	9
BETWEEN 16 & 17 (8)	6	2
BETWEEN 18 & 19 (4)	4	0
OVER 19 (27)	18	9
NON-PLAYING ADULTS (22)	16	6
<b>TOTALS (100)</b>	<b>64</b>	<b>36</b>

CATHAL BRUGHA QUALIFIED REFEREES & TABLE OFFICIALS *(Revised May 2020)*

	Referees	Table Officials
J Donnelly	✓	✓
D Donnelly	✓	✓
C McGurk	✓	✓
A Hanna	✓	✓
C French	✓	✓
Jake Marron	✓	✓
Adam Cushley	✓	✓
Maria McGuigan		✓
Niamh O'Connor		✓
Ciara McKee		✓
Alice Marron		✓
Kathryn Marron		✓
Phoebe Marron		✓
Abaigh Gribben		✓
Siún McGurk		✓
Tegan McGurk		✓

## Club Coaches &amp; Poolside Volunteers

Orla Monaghan	Irene Tenchini	Conor Campfield
Chris French	Cara O'Kane	Johnny Donnelly
Blair Taylor	Damien O'Neill	Lynn Hanna Short
Jake Marron	Denis O'Neill	Stio McMahon
Nathan Taylor	Paul Goss	Ciaran McGurk
		Brian Holland

All Club Coaches, Referees, Table Officials, Team Managers and all other Club Volunteers must be and are maintained as AccessNI & Safeguarding Children in Sport accredited

<b>COMPETITIONS AVAILABLE TO CATHAL BRUGHA TEAMS</b> (Cathal Brugha Club decides annually which competitions to enter)					
	Ulster Blitz	Irish League	Irish Cup	Bro. Philip Cup (Men)	KO Cup (Women)
Under 9 (Mixed gender)	✓	N/A	N/A	N/A	N/A
Under 11 (Mixed gender)	✓	N/A	N/A	N/A	N/A
Under 13 (Mixed gender)	✓	N/A	✓	N/A	N/A
Under 13 (Single gender)	✓	N/A	✓	N/A	N/A
Under 15 (Boys)	✓	✓	✓	N/A	N/A
Under 15 (Girls)	✓	✓	✓	N/A	N/A
Under 17 (Boys)	✓	✓	✓	N/A	N/A
Under 17 (Girls)	✓	✓	✓	N/A	N/A
Under 19 (Boys)	✓	N/A	✓	N/A	N/A
Under 19 (Girls)	✓	N/A	✓	N/A	N/A
Men	✓	✓	✓	✓	N/A
Women	✓	✓	✓	N/A	✓

## FINANCE

Accounts are produced annually by Treasurer, Brenda Monaghan (Accountant).

The Club has an annual fundraising plan which sets out how we will raise funds and when initiatives will take place. This focuses on both member participation events and public donation initiatives. In addition we regularly review grant funding opportunities and make applications. In 2019 we attracted over £8000 in grant funding, however we are conscious that the availability of grant funding may decrease post-Covid due to pressures on central & local government finances.

We also held a number of very successful Club fundraising events and gratefully welcomed donations from several very generous benefactors



## WHERE WE WOULD LIKE TO BE & HOW WE THINK WE CAN GET THERE

### Introduction

The Ireland Water Polo Development Strategy 2020-25 has four overarching strategic themes, and these are:

- Leadership & People
  - The National Water Polo Committee will transform how we lead, serve and unite the Ireland water polo community
- Education & Training
  - Promote continued development and training among coaches and officials while ensuring the strengthening of governance within the sport
- Participation
  - Actively promote and provide opportunities that will increase participation in water polo
- Develop & Compete
  - Build capacity, performance and development of participants through clear pathways and development opportunities

In support of our National Water Polo Committees development themes, we have identified six key priorities by which our Club may support the strategic direction of our governing body over the lifetime of our 2020-25 development plan and these are:

Ireland Water Polo Strategic Themes	Cathal Brugha: Key Development Priorities
Leadership & People	1. Development of Our Coaches & Officials 2. Good Governance & Financial Stability
Develop & Compete	3. Player Pathway Development
Participation	4. Recruitment and Retention of New Players & Club Members 5. Partnership Development
Education & Training	6. Volunteer Recruitment & Development

## OVERVIEW OF OUR 5-YEAR PLAN

This Cathal Brugha five year Development Plan will cover the period 2020 to 2025 and will provide our Club with improved opportunities to plan effective delivery in key areas as laid out below:

Our five year plan focuses on 6 key priority areas and they are:

1. Development of Our Coaches & Officials
2. Good Governance & Financial Stability
3. Player Pathway Development
4. Recruitment and Retention of New Players & Club Members
5. Partnership Development
6. Volunteer Recruitment & Development

In summary, our ambitious objective is that by 2025, Cathal Brugha Swimming & Water Polo Club will be widely recognised as the leading water polo Club in Ireland and that this will be measured by the effectiveness of our partnership arrangements with stakeholders, development of our players & coaches, recruitment and retention of new players (particularly our junior squads), successful male & female teams competing at all levels and good governance delivering sustainable improvement, externally validated through the Clubmark scheme.

Within the delivery path of our plan, we will work in partnership with key stakeholder organisations such as Local Authorities and other statutory and voluntary bodies.

Recent years have seen a substantial increase in the number of coaches within our Club, most of whom hold basic water polo and swimming qualifications, however our new 5 year plan will continue the development of these coaches through Continuous Professional Development (CPD) course opportunities and coach mentoring programmes, leading to the availability of higher level coaching expertise.

Highlighted below are a few brief comments relating to each Priority Area, however detailed actions are specified within the Action List section of this plan.

### **Priority 1: Development of Our Coaches and Officials**

Although we have qualified a significant number of Coaches, Referees and Officials over the past year we must build further on this achievement both to enhance the coaching resource within our Club and to ensure we remain compliant with Swim Ireland regulations, particularly with regard to our participation in Ireland Water Polo Cup tournaments.

Attainment of Continuous Personal Development experience and the associated points awarded will be essential to our progression through a Coach Development Programme.

Appropriate recognition of Coaches and Officials is also an extremely important motivating factor and actions to meet this objective are identified within our Action Plan.

### **Priority 2: Good Governance & Financial Stability**

In the season 2012/13 the Cathal Brugha Club held Clubmark accreditation with Swim Ireland and with Belfast City Council. In that same season, our Club was awarded both Ulster and Ireland Swim Ireland Club of the Year Awards as we led in development of junior water polo in Ulster.

In truth, we have retained many of the administration procedures which we build around 2012/13, however recognition of our good governance via Clubmark accreditation has been allowed to lapse. Clubmark accreditation is recognition of a club's compliance with best practice in terms of club management and therefore it will be an immediate priority for us to have Clubmark accreditation reinstated as an immediate priority; this will necessitate a review of our Club Constitution.

Financial stability is a goal many clubs chase, however in these days of extreme uncertainty a confident financial profile is a must for any progressive sports club, wishing to deliver a quality programme for its Members.

### **Priority 3: Player Pathway Development**

Over the past year we have reviewed and restructured our training sessions and in doing so we have implemented a squad structure. This allowed junior athletes to progress amongst players with a similar skill level and permitted our Coaches to offer training sets which were consistently understood and delivered by young players. Additionally, a pilot Swim only session at Whiterock Leisure Centre has proven very popular with our young players and we will consider developing this session further in due course.

Since undertaking the above review, Ireland Water Polo have appointed a National Head Coach, Goran Sablic, who has led in the development of approved National Standards for water polo skills, training sets and standard plays. This plan will commit to adopting and working towards these National Standards within our training programme.

Finally, the Cathal Brugha Club has a proud history of representation on Provincial and National squads and our objective is to build on current successes within this area over the life of this plan.

### **Priority 4: Recruitment & Retention of New Players and Club Members**

It is important to retain players, coaches and other volunteers with the Club by ensuring that volunteers have access to enough resources, that they receive appropriate information & training and that their contribution is recognized internally and externally to the Club.

Feedback from volunteers is extremely important and Club Members must feel confident that their opinions are taken seriously and are valued.

By employing this strategic approach to retention, the Club should be able to keep valued volunteers on board and volunteers should recognise value within their contribution. Actions to support this retention strategy have been included within the Action Plan section of this plan.

#### **Priority 5: Partnership Development**

Effective partnership working with others is the key to successful player/member recruitment and to enhancing the reputation of our Club within our community. In pursuit of this aim, we will enhance our engagement with key stakeholders such as Belfast City Council, schools & colleges, swimming clubs, governing bodies, the voluntary sector and funding agencies.

We have made significant strides in this direction over recent years, mainly due to a variety of partner engagement projects promoted via our Club Committee, however more needs to be done as long gone are the days when sports clubs could exist solely on their own efforts and resources.

Project driven partnership funding for initiatives such as our Polo4Life programme have been very well received and if we can sustain this project over the longer term, our Club will benefit from retaining members longer than might be the case otherwise, with all the ancillary benefits to both the individual and the Club.

#### **Priority 6: Volunteer Recruitment and Development**

Volunteers can come from players, former players, parents, supporters or other sources and all are welcome. Once on board, volunteers must be supported with appropriate guidance and resources.

They must feel part of the 'team' and their input recognised; which is something we are very good at in terms of our social media outlets e.g. our annual volunteer recognition campaign which coincides with Volunteers' Week in June.

Of course, all volunteers must be AccessNI cleared and have attended a Safeguarding Children in Sport Course.

WHERE WE WANT TO BE IN 2025.... IF ALL GOES TO PLAN!

- 1. Development of Our Coaches and Officials:** By 2025, our objective is to have a WPL1 and a WPL2 Coach assigned to each of our squads and potentially to have a WPL3 Coach within Cathal Brugha. To have at least two Cathal Brugha referees regularly officiating in National League Div 1.
- 2. Good Governance & Financial Stability:** By 2025, we will have a fully functioning Club Committee with clear succession routes planned and which has all volunteer roles clearly specified, with appropriate training sourced and resourced. We will have a budgeted and resourced comprehensive activity programme which we are confident of delivering. A revised Club Constitution will be in place.
- 3. Player Pathway Development:** By 2025, we will have established a clear improvement path available to all our players, from the complete beginner to the elite athlete. Digital interface created for players & coaches by which training, skills etc may be recorded monitored
- 4. Recruitment & Retention of New Players and Club Members:** By 2025, it is our intention to have filled the current age group 'gaps' and to have a stable & sustainable pool of players, both male & female, within all National competitive levels e.g. Under 13 to Senior and to have a thriving 'nursery' section of FUNdamentals, under 9 & under 11-year olds, which has substantial parental involvement and which feeds players through to older groups.
- 5. Partnership Development:** by 2025, it is our intention to have built upon current partnerships, and to have created new ones, which will realize mutual benefit to all parties and will assist us in our efforts to deliver linked aspects of our development programme.
- 6. Volunteer Recruitment and Development:** By 2025, it is our clear objective to have all key volunteer positions within our Club filled by enthusiastic, well trained and highly motivated volunteers and to have our volunteer structure resourced with all the tools they need to deliver for Cathal Brugha Members and in doing so, make a positive contribution with the wider water polo community in Ireland.

### Cathal Brugha – Standard Weekly Training Sessions (at May '20)

*(Session times may change throughout the season and changes will be notified via the Club website and Club social media)*

	Monday	Tuesday	Wednesday	Thursday	Friday
Lagan Valley LeisurePlex, Lisburn	Senior Men & Women swimming 8.45pm – 9.30pm (Men & Women) 9.30pm – 10.30pm (Main Pool)				
	Senior Men's Development Squad 9.30pm – 10.30pm (Main Pool)				
Falls Leisure Centre			Senior Women 7.00pm – 8.30pm		FUNdamentals (Primary Age 4 to 8 approx.) 7.00pm – 7.30pm
			Polo4Life 8.30pm – 9.30pm		Development Squad 1 7.00pm – 8.00pm
					Development Squad 2 7.30pm – 8.30pm
					Development Squad 3 8.00pm – 9.00pm
					U16 Boys & Junior Girls 9.00pm – 10.00pm
Whiterock Leisure Centre		U15 Boys & Girls (Lanes) 8.10pm – 9.10pm			
Lisnasharragh Leisure Centre				Senior Men 8.00pm – 10.00pm	

# Development Plan Actions List

## Club Development Plan 2020-25

### Priority 1: Development of Our Coaches and Officials

#### Aim

To have at least two Coaches per training squad trained and qualified to the required level and to have all Coaches attain & maintain the required number of CPD points per annum. To have Club Referees & Table Duty Officers trained & qualified to the required level and available to officiate at the highest National level.

#### Objectives

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>To build on the introductory level coaching programme and to progress coaches through Swim Ireland education qualification levels</li> <li>Provide recognition of club Coaches &amp; Officials via social media etc.</li> <li>Provide additional support to Coaches &amp; Officials when required</li> <li>To signpost Coaches to CPD opportunities provided by Swim Ireland/Ireland Water Polo</li> </ul> | <ul style="list-style-type: none"> <li>All Coaches to hold and maintain assigned level of CPD points</li> <li>To provide Coaches &amp; Officials with teaching materials and equipment which meet their needs</li> <li>To monitor progress of Coaches &amp; Officials in their application of learned skills</li> </ul> |
|---|---|

#### Actions

Objective	Actions	Who	By When	Targets	Progress
To build on the introductory level coaching programme and to progress coaches through Swim Ireland education qualification levels	Provide an opportunity for parents, Club members to attend an 'Apprentice' Coach Coaching Course at Swim Ireland Introductory level '0'	HC/CC	2021	Qualify 2 x Level '0' Coaches	
	Offer Level 1 Coaching Course places to those who qualified from Level '0'	HC/CC	2022	Qualify 2 x WPL1 Coach per year	
	Offer Level 2 Courses to Level 1 graduates	HC/CC	2022	Qualify 1 x WPL2 Coach per year	
	Offer Level 3 Course to one level 2 Coach	HC/CC	2025	Qualify 1 x WPL3 Tutor	



## Priority 1 Continued.....

Objective	Actions	Who	By When	Targets	Progress
To signpost Coaches to CPD opportunities provided by Swim Ireland/Ireland Water Polo	Work with the National Water Polo Committee, Swim Ireland & Swim Ulster to develop/participate in a CPD programme for Coaches and other volunteers	HC/CC	Ongoing	Our Coaches to attend a Coaching Conference learning opportunity  Continuously review available CPD opportunities and advise Coaches accordingly	
	To assist Coaches to monitor the level of CPD points attained and to flag up CPD requirements at an early stage	HC/CC	Ongoing	All Coaches to attain & maintain CPD points level	
To monitor progress of Coaches & Officials in their application of learned skills	Meet with Coaches & Officials regularly to provide updates on development opportunities, to review progress and to receive feedback on relevant matters	Exec	Ongoing	Monitor and review coaching programme and its application	
	Appoint Coaching Committee which will report to Head Coach/Exec Committee	Exec	2020	Coaches to meet as a group at least 3 times per year, with regular feedback to Club Committee	
Provide recognition of club Coaches & Officials via social media etc.	Continue to promote the activities and recognise the successes of Club Coaches & Officials on our website, on Facebook and in the media	Media Officer	Ongoing	Coaches & Officials celebrated on Club social media	

## Club Development Plan 2020-25

### Priority 2: Good Governance & Financial Stability

#### Aim

Attain and retain Clubmark accreditation to assist us in providing a 'best practice' governance framework for our Club and at the same time, we shall provide prudent financial management ensuring our obligations continue to be met in this area

#### Objectives

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>To renew Clubmark accreditation and to maintain Clubmark accreditation status</li> <li>Consolidate ground gained in terms of improved governance e.g. the valued contribution from parents on Club Committee</li> <li>Build upon online Member Registration Programme implemented in 2019, and Club Member database updated</li> </ul> | <ul style="list-style-type: none"> <li>Ensure appropriate financial planning</li> <li>Ensure effective lines of communication</li> <li>Marketing &amp; Publicity Programme established</li> <li>Review Income &amp; Fund-Raising Programme</li> </ul> |
|---|---|

#### Actions

Objective	Actions	Who	By When	Targets	Progress
Marketing & Publicity programme established	Plan for at least a bi-monthly press release, supported by regular results updates	Media Officer	Ongoing	Regular press releases delivered	
Build upon the on-line Member Registration Programme implemented in 2019 and update Club Member database	<ul style="list-style-type: none"> <li>Plan &amp; Deliver an on-line Registration Process for the coming season to capture all required information</li> </ul>	Secretarial Team	2020 & yearly	Membership on-line registration system reviewed and updated	

## Priority 2 Continued.....

Objective	Actions	Who	By When	Targets	Progress
<i>Continued....</i>	<ul style="list-style-type: none"> <li>Review membership fees annually</li> <li>Comply with data protection guidelines</li> </ul>	Exec Exec	Ongoing Ongoing	Membership fees reviewed annually and required changes approved at AGM	
Review Fundraising & Develop Programme	Review and maintain an annual fundraising programme and assign tasks designed to attract targeted funding e.g. <ul style="list-style-type: none"> <li>Target funding programmes</li> <li>Complete and submit applications</li> <li>Co-ordinate fundraising events</li> <li>Attract suitable sponsors</li> </ul>	Exec	2021 & yearly  2021 & yearly	Income generating projects scheduled, planned and delivered.  £5,000 external funding per year attained	
To renew Clubmark accreditation and to maintain Clubmark accreditation status	To protect and maintain current BCC & Swim Ireland Clubmark status	Exec	Ongoing	BCC & Swim Ireland Clubmark status retained	
	Prepare and maintain as current all documents required through Clubmark accreditation	Exec	Ongoing	All documents are current e.g. Constitution, Handbook & Development Plan	
	Agree revised Club Constitution	Exec	2021	Revised Club Constitution approved at an AGM	
Ensure appropriate financial planning	To effectively manage current and future financial resources	Treas	Ongoing	Financial commitments met and stability maintained	
	To review income streams including a review of financial systems e.g. Standing Orders, cash collection etc.	Treas	Monthly	Financial systems reviewed	

## Priority 2 Continued.....

Objective	Actions	Who	By When	Targets	Progress
Ensure effective lines of communication	<ul style="list-style-type: none"> <li>Review WhatsApp groups and adjust for optimum communication effectiveness</li> </ul>	Media Officer	Annually	All on-line communication tools reviewed	
	<ul style="list-style-type: none"> <li>Review effectiveness of all Club social media outlets e.g. website, Facebook, Twitter, Instagram &amp; Flickr and update/adjust as required</li> </ul>	Media Officer	Annually		
Improve control of and access to Coach education information	Regularly consult Swim Ireland database for coaching and other relevant qualifications held by volunteers	Exec	Ongoing	Qualifications held by volunteers regularly reviewed	
Consolidate ground gained in terms of improved governance	Maintain structures & administration processes developed to date	Exec	Ongoing	Structures and processes maintained	
	Introduce posts of assistants to Chair, Secretary & Treasurer on a trial basis, as part of Committee legacy continuity preparation	Exec	2022	'Shadow' posts in place	
	Celebrate and build upon contribution of parents and juniors within the area of Club governance	Exec	Ongoing	Use the valued contribution from parents on Club Committee to help guide Club development	
		Exec	2022	Establish a Junior consultation process within the Club	

## Club Development Plan 2020-25

### Priority 3: Player Pathway Development

#### Aim

To have the skills & competencies of Brugha players at or beyond approved National Standards for water polo skills, training sets and standard plays and to have players training & competing within their competency

#### Objectives

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>To use technology to encourage increased junior participation</li> <li>Record player &amp; team performance and recognise achievement</li> <li>To implement a staged progression through Junior levels by assessing competencies &amp; skills against National Standards</li> </ul> | <ul style="list-style-type: none"> <li>Match competencies to playing level</li> <li>Promote new events to encourage internal &amp; external growth in water polo participation</li> <li>Ensure players have access to Strength &amp; Conditioning training</li> </ul> |
|--|---|

#### Actions

Objective	Actions	Who	By When	Targets	Progress
To use technology to encourage increased junior participation	<ul style="list-style-type: none"> <li>Player training data password accessible for each player</li> <li>Facility for players to input training completed outside core sessions</li> </ul>	Exec	2024	Interface in place and evidence of acceptance by players & coaches	
Junior Player/Coach Training Interface developed which will identify personal training activities for each junior player	<ul style="list-style-type: none"> <li>Fitness measures for players to be input by Coach e.g. time trials</li> <li>Interface placed on Club website</li> </ul>	Exec	2024		
		Exec	2024		
		Exec	2024		

## Priority 3 Continued.....

Objective	Actions	Who	By When	Targets	Progress
Ensure players have access to Strength & Conditioning training	<ul style="list-style-type: none"> <li>• Build a S&amp;C programme for Senior squads</li> <li>• Extend S&amp;C to juniors</li> </ul>	Senior Coaches Junior Coaches	2021 2022	S&C programme established for senior squads  Junior players also participating in a structured S&C programme	
Record player & team performance and recognise achievement	Implement measures to record performance of athletes and review methodology for effectiveness	CC	2022	Performance measures implemented	
	Recognise achievements along player pathway	CC	2022	Player achievements recognised & rewarded at an Awards event	
To implement a staged progression through Junior levels by assessing competencies & skills against National Standards	Deliver a Skills & Competency Assessment Programme Review Programme	CC	2022	Skills & Competency Assessment Programme in place	

## Priority 3 Continued.....

Objective	Actions	Who	By When	Targets	Progress
Match competencies to playing level	Skill and sporting maturity to be considered before players are selected to teams	Coaches	2020	The right players matched to the right team standard	
	Ensure that coaching programmes and structures take account of the competencies required	Coaches	2020	Appropriate competencies applied within a Coaching Programme	
Promote new events to encourage growth	Lobby at UWP & IWP for additional junior tournaments in response to higher numbers of juniors participating in our sport	Exec	2020/21	Additional junior competitions are available	

## Club Development Plan 2020-25

### Priority 4: Recruitment and Retention of New Players & Club Members

#### AIM

Ensure all Club Members have access to enough resources, that they receive appropriate information and training and that their contribution is recognised and valued. New players are sought and welcomed into our Club and that player membership is retained over the longer term.

#### Objectives

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Raise profile of sport/club/players through media</li> <li>• Celebrate performance at an internal Club event</li> <li>• Develop internal competition(s) for junior players</li> </ul> | <ul style="list-style-type: none"> <li>• Improve communications from/to Coaches, junior players and parents</li> <li>• Develop links to schools &amp; colleges</li> <li>• Ensure performance of players, Coaches and other volunteers is recognised and celebrated</li> </ul> |
|--|---|

#### Actions

Objective	Actions	Who	By When	Targets	Progress
Develop links with schools & colleges	<ul style="list-style-type: none"> <li>• Select schools within walking distance from Falls Leisure Centre to participate in a pilot</li> <li>• Work with BCC Participation team to promote a Primary schools mini polo event</li> <li>• Develop a Junior Water Polo Festival to include mini polo &amp; coaching</li> </ul>	Exec	2022	Primary school 'twinned' with Cathal Brugha for water polo  Funding sourced for a Cathal Brugha primary schools' event  Primary schools event delivered	



## Priority 4 Continued.....

Objective	Actions	Who	By When	Targets	Progress
Develop links with Schools & Colleges contd...	Demonstrate water polo at schools' galas	Exec	2023	Water polo demo at 2 x schools galas	
	Sample water polo coaching to schools	Exec	2024	Approach to 1 school offering water polo coaching assistance	
	Provide pathway for children from school to Cathal Brugha	Exec	2024	Clear pathway created from schools to Cathal Brugha	
Develop internal competition(s) for junior players	Deliver internal Mini Water Polo Tournament(s) targeted towards FUNDamentals and other junior squads	CC	2021	Internal tournament delivered	
Ensure performance of players, Coaches and other volunteers is recognised and celebrated	Use the Clubs social media to recognise performance	Media Officer	Ongoing	Regular articles appear in Club social media recognising performance of Club Members	
Celebrate performance at an internal Club event	Hold an annual Club Swimming & water polo gala	CC	2021	'Milestone' gala event delivered incorporating both swimming and water polo events	
Raise the profile of Cathal Brugha and water polo via media	Obtain photo and editorial coverage within the media	Media Officer	Ongoing	Substantial media coverage attained i.e. 12 editorial pieces of at least two column inches	

## Club Development Plan 2020-25

### Priority 5: Partnership Development

#### AIM

We will enhance our engagement with key stakeholders such as Belfast City Council, schools & colleges, swimming clubs, governing bodies, the voluntary sector and funding agencies with a view to working with partner organisations for our mutual benefit

#### Objectives

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Further develop relationships with stakeholders/partner organisations</li> <li>• To work in partnership with Local Government and others to promote Water Polo as a sport and wellbeing activity</li> </ul> | <ul style="list-style-type: none"> <li>• To build upon our Polo4Life project to ensure continued provision of a water polo based health &amp; wellbeing activities for less active Members</li> </ul> |
|--|---|

#### Actions

Objective	Actions	Who	By When	Targets	Progress
Further develop relationships with stakeholders & partner organisations	Maintain contact and explore developing opportunities with stakeholders & partners	Exec	Ongoing	Regular meetings with Stakeholders & Partners exploring development opportunities	
To build upon our Polo4Life project to ensure continued provision of a water polo based health & wellbeing activities for less active Members	Polo4Life or similar wellbeing project installed as part of Club's standard activity programme	Exec	2020	Well supported wellbeing event installed as part of Club annual programme	

## Priority 5 Continued.....

Objective	Actions	Who	By When	Targets	Progress
To work in partnership with Local Government and other stakeholders to promote water polo	Promote concept of North/South Mini Water Polo Challenge	Exec/CC	2021	North/South challenge established at Mini & Maxi water polo level e.g. Cathal Brugha Vs Nth Dublin	
	Look for an opportunity to assist within Secondary level schools water polo	Exec/CC	2022	Assist at Canada Trophy or other secondary level schools' events	
	To develop the 'Pathways' project of referral from Local Government Swim Lessons to water polo	Exec	2023	To seek a partnership with GLL'S Learn to Swim programme with a view to referring swimmers graduating from the programme to water polo	
	Promote water polo within BCC Holiday Scheme and/or develop our own Summer Scheme programme	Exec	2023	Water polo 'showcased' at Summer scheme with Brugha coaches participating	
	Reinforce/extend existing partnership with Swimming Clubs	Exec	2022	Working partnership established with a Swimming Club	
Seek opportunities to partner with other community, health, sports, education & skills partners to apply for partnership funding or shared resources for suitable projects	Develop links with likeminded organisations	Exec	Ongoing	Obtain funding to support delivery of relevant projects	
	Apply for funding under relevant community partnership initiatives	Exec	Ongoing	Community partnership funding obtained	

## Club Development Plan 2020-25

### Priority 6: Volunteer Recruitment & Development

#### AIM

#### Volunteer Recruitment & Development

#### Objectives

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>Encourage parental participation</li> <li>Encourage involvement of former-players</li> </ul> | <ul style="list-style-type: none"> <li>Developing table officials &amp; referees</li> <li>Plan a process of volunteer recognition</li> </ul> |
|---|--|

#### Actions

Objective	Actions	Who	By When	Targets	Progress
Encourage parental participation	Hold 'Parent Information Evening' <ul style="list-style-type: none"> <li>Update parents on objectives of the Club</li> <li>Provide an overview of Club activities</li> <li>Explain intended pathway for Junior player development</li> <li>Seek volunteers as Parent Coordinators</li> </ul>	Exec	2020	Parents better informed and volunteers recruited  Parents assisting junior coaches with administration duties	
	Recruit volunteers from parents' group	Exec	Ongoing	2 parents recruited as poolside volunteers	
Plan process of volunteer recognition	Recognise volunteer contributions via website, Facebook & Twitter	Media Officer	Ongoing	Volunteer contributions acknowledged via media, website, Facebook & Twitter at regular intervals during life of plan	
Encourage involvement of former players	Recruit former players into a volunteer role, either occasional or consistent roles	Exec	Ongoing	Contact two former players to encourage re-involvement as Club Volunteers	

## MONITORING & REVIEW

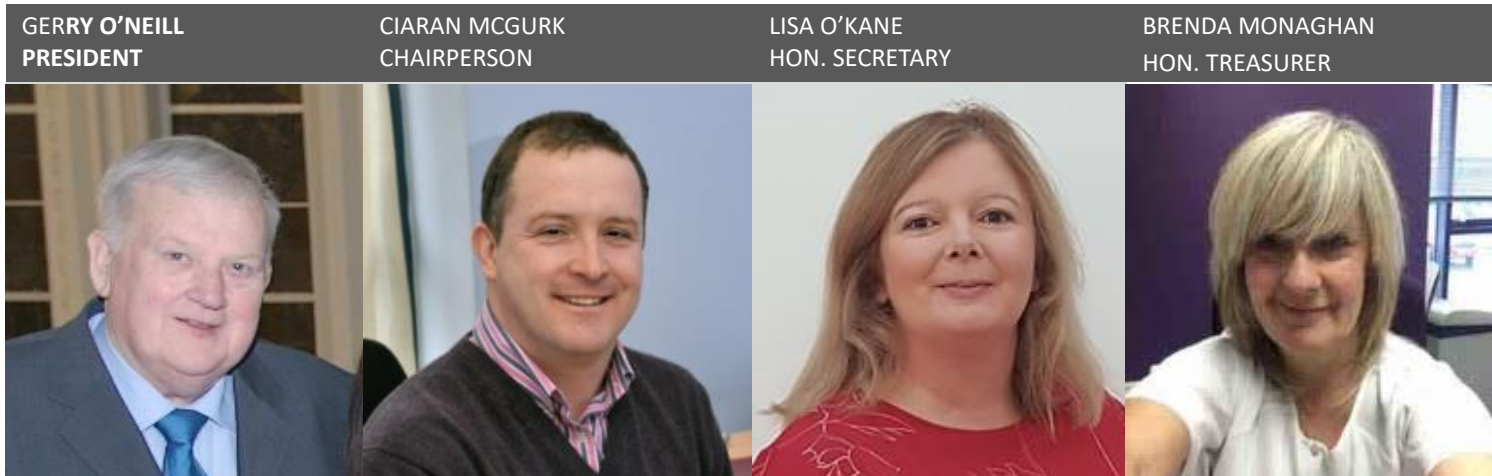
This development document is a live document covering the period 2020-2025. It will be constantly monitored through its lifespan by the Executive Committee and at least once a year, a full audit will be made of the progress and targets achieved.

### **Plan, Action & Review**

This monitoring and review process will ensure that the club continues to move forward. It will highlight areas where we need to reprioritise or change direction depending upon opportunities or obstacles.

To all intents and purposes the annual review will involve returning to each Priority area and reviewing where we are then resetting the targets, based on latest situation.

## Contact Information



<b>Contact us at:</b>  Hon. Secretary, Lisa O'Kane Email: <a href="mailto:info@cathalbrughawaterpolo.com">info@cathalbrughawaterpolo.com</a>	Or visit our website and social media at:  Website: <a href="http://www.cathalbrughawaterpolo.com">www.cathalbrughawaterpolo.com</a> Facebook: <a href="https://www.facebook.com/cathal.brugha.5/">https://www.facebook.com/cathal.brugha.5/</a> Flickr: <a href="https://www.flickr.com/photos/63279120@N05/">https://www.flickr.com/photos/63279120@N05/</a> Instagram: <a href="#">cathal_brugha_</a>
---	---